



Insights of Knowledge Management Festival – KM FEST'25



ZOOM

Join the 22nd Global Knowledge Management Festival of Knowledge – "Creating and Operating 21st-Century Collaborative Hybrid Workplaces"

Dear Knowledge Management Enthusiasts,

As we navigate the dynamic landscape of modern work, the 22nd Festival of Knowledge Management (KM FEST'25) arrives just in time to illuminate the path forward. Scheduled for November 19-20, 2025, via ZOOM (register free at <https://exarca.io/KMFEST25>), this year's theme—"Creating and Operating 21st-Century Collaborative Hybrid Workplaces"—dives deep into the fusion of physical and virtual collaboration. In an era where agility and innovation define success, KM FEST'25 promises cutting-edge insights, roundtable discussions, and actionable strategies to build resilient, tech-enabled workplaces that foster productivity and creativity across industries.

Whether you're building Collaborative Hybrid Workplaces (CHWs) in research labs, innovation communities, optimizing operations in service industries, in manufacturing, or in public administration, this virtual event will provide you with valuable insights and key takeaways. No registration fee—reserve your spot and connect with global leaders who are redefining collaboration.

On behalf of this year's KM FEST program committee, I am pleased to invite you to participate in our thematic workshops, contribute your perspectives and experiences, and support us in identifying new and practical insights.

Prof. Dr. Brane Semolič
22nd KM FEST'25 Program Coordinator



Featured Presenters and Session Abstracts

Workshop 1 / November 19, 2025

Collaborative Hybrid Workplaces (CHWs) in Research, Innovation and Lifelong Learning

Prof. Dr. Darren Dalcher

*Director of National Centre for Project Management (NCPM) at Lancaster University
United Kingdom*

Making Sense of Digital Collaboration

Introduction of Keynote Presenter

Darren Dalcher is Professor in Strategic Project Management at Lancaster University Management School, and Visiting Professor in Industrial Engineering and Management at the University of Vaasa. He is the founder and Director of the National Centre for Project Management, an interdisciplinary centre of excellence operating in collaboration with industry, government, academia, third-sector organisations and the learned societies. He has written over 300 papers and book chapters and published over 30 books. His work has been translated into French, German, Italian, Spanish, Portuguese, Russian, and Chinese. He is Editor-in-Chief of the Journal of Software: Evolution and Process and Editor of two book series focused on advances in managing projects and change initiatives, published by Routledge. His research focusses on rethinking project success; connecting projects and portfolios to strategy execution; repositioning the concept of agility, especially in the context of strategy, sustainability and innovation; and exploring the role of ethics, morality and responsibility in professional decisions. Professor Dalcher is an Honorary Fellow of the APM, a Chartered Fellow of the British Computer Society, a Fellow of the Chartered Management Institute and the Royal Society of Arts, a Senior Fellow of the Higher Education Academy, a Senior Member of the IEEE and a Chartered Member of the Institute for Systems Engineering. He is the Editor of the 7th edition of the APM Body of Knowledge released to mark the formal award of the Royal Charter to the project profession. He is currently finalising a book and user guide on tech ethics and ethical and professional behaviours to be released by the British Computer Society.

Presentation Abstract

The interactive keynote session aims to set the scene for the KM Fest event, whilst allowing participants to identify key priorities and overarching concerns. Digital collaboration enables stakeholders and team members to interact and share knowledge and insights in a range of creative new ways. However, the allure of digitising and transforming our collaborations



requires a thoughtful and effective combination of social and technical elements and capabilities.

The session will address the dreams and disappointments of digital collaboration and their potential impact on the wider organisation. It will remind us of the key role of people and the importance of bringing them along and highlight the need to look beyond technology and beyond teams in our search to establish new collaborative arrangements, organisations, networks and ecosystems.

Dr. Miles Shepherd

*Executive editorial advisor for PM World Journal
United Kingdom.*

Professional Knowledge in the Modern Age

Introduction of Presenter

Miles Shepherd, PhD is an executive editorial advisor and international correspondent for PM World Journal in the United Kingdom. He is also managing director for MS Projects Ltd, a consulting company supporting various UK and overseas Government agencies, nuclear industry organisations and other businesses. Miles has over 30 years' experience on a variety of projects in UK, Eastern Europe and Russia. His PM experience includes defence, major IT projects, decommissioning of nuclear reactors, nuclear security, rail and business projects for the UK Government and EU. Past Chair, Vice President and Fellow of the Association for Project Management (APM), Miles is also past president and chair and a Fellow of the International Project Management Association (IPMA). He was a Director for PMI's Global Accreditation Centre and is immediate past Chair of the ISO committee developing new international standards for Project Management and for Program/Portfolio Management. Miles is Chair of the British Standards Institute's Committee on Project, Programme and Portfolio Management and has been involved in the development of UK's BSI 6079 for more than 25 years. He was involved in setting up APM's team developing guidelines for project management oversight and governance.

Presentation Abstract

Modern society is characterized by an unparalleled access to information. It is possible to discover many facts that hitherto were the province of professionals such as doctors, lawyers and academicians. One of the distinguishing characteristics of a professional is a mastery of an esoteric body of knowledge so this near universal access to such knowledge calls into question both the role of professions in modern society and the knowledge itself.



This presentation addresses the nature of professional knowledge and how it sits in modern society to shed light on the professions themselves. It looks at what we term “professions” and their the knowledge requirements. It questions how specialist knowledge is acquired and transmitted to better understand the performance of such important tasks as managing the health of individuals, their finances and their position in society, all tasks we entrust to “professionals”.

But as we rely ever more on professional knowledge in modern society, how much can we trust what purports to be knowledge, how it is made available and how it is used. These are some of the issues addressed in this presentation.

Shalin Trivedi, MBA

*Director of Sales and Business Development at Kyvos Insights
India*

Prof. Dr. Rajat Baisya

*Head of the Department of Management Studies at Indian Institute of Technology, Delhi
India*

Hybrid Collaboration and GenAI is redefining India's Financial Landscape

Introduction of Presenters

Shalin Trivedi is an experienced business strategist and technology sales leader with close to 20 years of professional experience across the domains of enterprise software, advanced analytics, and digital transformation. He currently serves as the Director of Sales and Business Development at Kyvos Insights, a leading Semantic Layer Platform that enables organizations to create a single source of truth.

Mr. Trivedi holds an M.B.A. in Marketing from the Indian Institute of Technology (IIT), Delhi, and a Postgraduate Certificate in Business Analytics from the Indian Institute of Management (IIM), Indore. He completed his undergraduate studies with a Bachelor of Engineering from Devi Ahilya Vishwavidyalaya, India. He has also undertaken professional certifications in Google AdWords and Design Thinking for Innovation.

Prior to joining Kyvos Insights, Mr. Trivedi held key leadership roles in organizations such as Devyani International, Impetus Technologies, Metro Cash and Carry, and Bharti Airtel, where he was instrumental in driving marketing strategy, customer acquisition, and digital engagement across diverse market segments.



His professional interests include enterprise data architecture adoption, digital product strategy, and customer-centric innovation in analytics and cloud technologies. He actively collaborates with cross-functional stakeholders to develop scalable go-to-market frameworks and has a particular focus on aligning emerging technologies with measurable business outcomes.

Rajat K Baisya is Professor and Head of the Department of Management Studies at Indian Institute of Technology, Delhi (retired). Served as Visiting Professor at Ecole Nationale des Ponts (ENPC) International Business School, Paris, National Polytechnical University (NPU) Xian, China and Faculty of Logistics, University of Maribor, Slovenia. Prof Baisya has held very senior positions in large corporations and multinationals including as President & CEO of Emami Group of Companies, Vice President of Reckitt Benckiser, General Manager (Projects) of Escorts Ltd, General Manager -Corporate Planning of United Breweries Group among many other senior positions that he served in large companies. He has served as Director on the board of North Eastern Development Finance Corporation (NEDFI), Rajasthan Electronics and Instruments Ltd, Booker India Ltd. He is a Fellow of Institution of Engineers India, Indian Institute of Chemical Engineers, Institute of Management Consultants of India, World Academy of Productivity Sciences (Canada) as well as an Academic Fellow of International Council of Management Consulting Institutes (ICMCI). He is the Chairman and Managing Director of Strategic Consulting Group Pvt Ltd, and Frontier Agro Industries Pvt Ltd., President of Project & Technology Management Foundation, and Vice President of Asia Pacific Federation of Project Management. Prof Rajat Baisya is an internationally well-known business consultant executed some prestigious assignments in India and abroad in large companies and multinationals. He has written 10 books and over 400 research papers and articles and book chapters.

Presentation Abstract

India's financial sector is undergoing a profound transformation, driven by the synergistic adoption of hybrid collaboration models and Generative Artificial Intelligence (GenAI). This report examines how these dual forces are fundamentally reshaping operational paradigms, workforce dynamics, and strategic capabilities within Indian financial institutions.

The report presents case studies of Indian financial institutions like Federal Bank which is pioneering AI-Powered Customer Service with "Feddy", ICICI Bank which is using AI for Customer Experience, Operational Efficiency, and Risk Management, Zerodha using AI for Personalized Investment and Portfolio Analysis, ICICI Lombard using AI-Based Cashless Claims Settlement, and HDFC ERGO which is using AI for Underwriting and Personalized Offerings, demonstrating their pioneering efforts in leveraging these technologies. Hybrid work, accelerated by the recent global shifts, has emerged as a strategic imperative, enabling access to a broader talent pool and fostering an agile environment conducive to technological innovation. Concurrently, GenAI is revolutionizing core financial functions, from enhancing customer experience and streamlining operations to bolstering risk



management and expanding financial inclusion through alternative credit scoring. The Reserve Bank of India's proactive regulatory framework (FREE-AI) seeks to balance innovation with critical safeguards, guiding this rapid evolution. Through real-world examples from leading Indian banks and FinTechs, this report illustrates the tangible impact of this convergence, highlighting how the interplay between flexible work structures and advanced AI capabilities is driving unprecedented productivity, fostering a new era of human-AI collaboration, and positioning India at the forefront of global financial innovation.

Dr. Deon Wright

*Director of DW Consulting
South Africa*

Alternative Intelligence (Alt.I): Personal Digital Transformation in the Age of Generative AI

Introduction of Presenter

Dr Deon Wright is an experienced leadership development consultant, change and project advisor, speaker, and author with over 30 years of advising multinational corporations, public institutions, and civil society organisations across Africa. His expertise lies at the transformative intersection of Digital Transformation, ethics, strategic foresight, and organisational development.

*As a pioneer of Alternative Intelligence (Alt.I), Dr Wright promotes responsible, values-aligned artificial intelligence to augment human creativity and decision-making. He advocates for **Alt.I**'s role in knowledge production and business improvement, especially in emerging economies. His thought leadership guides professionals to navigate complexity, lead with integrity, and co-create innovative futures.*

Dr Wright began his career as an Industrial Instrumentation Mechanician before moving into corporate project management. Currently, he contributes to leadership development on the Academic Council of Cranefield College (South Africa), focusing on the Fourth Industrial Revolution. He is also a Certified Security Professional with the International Security Management Institute, underscoring his broad expertise across engineering, project management, business improvement, and risk strategy.

A dynamic communicator and mentor, Dr Wright is dedicated to enabling leaders to think critically, act ethically, and drive transformational change. His presentations blend research insights with a commitment to organisational improvement, moral leadership, and digital empowerment. He holds a PhD from Cranefield College, South Africa.



Presentation Abstract

This presentation introduces the concept of *Alternative Intelligence*, or Alt.I, offering a contemporary perspective transforming the view of *Artificial Intelligence* (AI) as a competitor

to humans. It positions artificial intelligence as a collaborative and thoughtful partner that can enable the acceleration of individuals, teams and organisations to achieve digital maturity. Alt.I can empower people, teams, and organisations to use generative artificial intelligence responsibly and in context, leading to greater creativity, more thorough root cause analysis, fluent collaboration, and more effective decision-making. Alt.I should be a critical component of advanced management practices such as Total Quality Management (TQM) and Organisational Development (OD).

Through the lens of a real-world application and reflective practice, the presentation briefly demonstrates how the impact of Alt.I ranges from personal productivity to strategic portfolios such as *Capital Expenditure*, *Organisational Transformation*, *Continuous Improvement*, *Risk Management*, and *Virtual Supply Chain Management*. Key focus areas include the introduction of a contemporary framework called *the twelve principles* for appropriate artificial intelligence use as well as the *Alt.I Progression Matrix*, which are tools designed to assess and advance artificial intelligence engagement from operational to phronetic, purpose-driven leadership perspectives.

Attendees will be exposed to how an Alt.I perspective facilitates insight-driven leadership, cross-functional innovation, and enhanced stakeholder alignment. The Alt.I approach also advocates for a shift from reactive adaptation toward proactive, value-centred organisational learning and strategic foresight.

In summary, this presentation seeks to demonstrate how *personal digital maturity*, through the adoption of Alt.I., can enhance productivity by strengthening decision-making and problem-solving capabilities, thereby improving overall organisational performance.



Prof. Dr. Brane Semolič

Head of the LENS Living Lab®, Slovenia

Professor at Cranefield College, South Africa

Prof. Dr. Pieter Steyn

Principal of the Cranefield College

South Africa

International Collaborative Academy – LENS Living Lab and Cranefield College Case Study

Introduction of Presenters

Dr. Brane Semolič is the founder and head of the international living laboratory LENS Living Lab® (2006), a retired entrepreneur, and a former professor at the University of Maribor. He currently lectures at Cranefield College in South Africa. Holding degrees in Mechanical Engineering and Technical Economics, as well as an MSc and PhD in Business Informatics, he combines academic excellence with nearly five decades of industrial experience. His expertise lies in managing technology innovations, designing information systems, and leading collaborative research, innovation projects, programs, and ecosystems.

Since 1997, Prof. Semolič has served as a lead assessor for the IPMA four-level project management certification and as an evaluator for Slovenia's NAKVIS accreditation body. He has co-initiated several industrial technology platforms and clusters, while also coordinating numerous national and international research and development projects. His professional work spans technology and innovation management, informatics, and project management across diverse industries, including machine-tooling, ICT, chemicals, metallurgy, public administration, and education.

He is a co-founder and past president of the ZPM¹. He has also served as Vice President of IPMA², Chair of its Research Management Board, and Technical Vice President of ICEC³. Additionally, he has served as an assessor for the IPMA Project Excellence Award and as an advisor to the European Union on competitiveness.

Prof. Semolič's international impact is reflected in his publications, editorial board memberships, and professional recognition, including the University of Maribor's Silver Sign Award (2015).

Dr. Pieter Steyn is Founder and Principal of Cranefield College, a South African Council on Higher Education / Department of Education accredited and registered Private Higher Education Institution. Cranefield offers an Advanced Certificate, Advanced Diploma, Bachelor of Business Administration degree, Postgraduate Diploma, Master's degree (MCom), and PhD. He holds the degrees BSc (Eng), MBA and Doctor of Commerce, and is a registered Professional Engineer.

¹ ZPM - Slovenian Project Management Association

² IPMA - International Project Management Association

³ ICEC – International Cost Engineering Council



He was formerly professor in the Department of Management, University of South Africa and Pretoria University Business School. He founded the Production Management Institute of South Africa, and in 1979 pioneered Project Management as a university subject at the post-graduate level at the University of South Africa.

Prof Steyn is a contributing author of the “International Handbook of Production and Operations Management,” (Cassell, London, 1989, ed. Ray Wild) and is the author of many articles and papers on leadership and management. He is a member of the Association of Business Leadership, Industrial Engineering Institute, Engineering Association of South Africa, and Project Management South Africa (PMSA); and a former member of the Research Management Board of IPMA. He serves on the Editorial Board of the PM World Journal.

Presentation Abstract

International Collaborative Academy (ICA), established in 2010, operates as a virtual open innovation ecosystem (VOIS), co-organized by the partners of the virtual living laboratory LENS Living Lab, enabled by a group of private ICT companies.

ICA brings together industry and academic research-innovation partners to collaborate on research, innovation, and the co-creation of lifelong learning services. These services focus on developing the management competencies and skills required to lead and manage collaborative research-innovation projects and programs tailored to the needs of 21st-century virtual, dynamic learning organizations.

The scope of ICA's work spans both technical domains — such as the digitalization of systems and processes — and soft competencies, including governance, project/program management, and innovation leadership. ICA actively fosters and supports a culture of lifelong learning, collaboration, and sustainable growth.

ICA is coordinated and operated through a portfolio of partnering projects and programs, performed via a plethora of thematic collaborative hybrid workplaces (CHWs) within the ICA Virtual Innovation Platform ecosystem.

Together with Cranfield College — ICA core member and strategic partner of the LENS Living Lab—we present the PPiM 4.0 program, a research-innovation business case that drives industry–academia collaboration in applied research and postgraduate education, equipping organizations with the skills and solutions for Industry 4.0.

The challenges of new lifelong education and learning business models, designs, and CHW practices will be discussed.



Erik Månsson, MBA, M.Sc.

*Consultant, Coach and Lecturer at Karlstad University
Sweden*

Organizer and Moderator of the WS1 Group Discussions

Introduction of Facilitator

Erik Månsson is a Business & Project Excellence Coach with over 30 years of international experience across private industry, central banking, and European institutions. His career began in the mid-90s as Corporate Treasurer on a major Saudi infrastructure project and later included serving as Programme Manager for the Single Euro Payments Area (2007–2009), integrating 7,000+ European banks.

Since 2009, Erik has worked as an independent consultant, coach, and facilitator, focusing on project excellence and leadership. He is the most experienced IPMA Project Excellence assessor worldwide, with projects across all industries and continents since 2002, and served as Chairman of the IPMA Award Management Board (2015), introducing project excellence into UN humanitarian and social development initiatives.

A passionate educator, Erik lectures on leadership, project management, digital transformation, and sustainability at Karlstad University (Sweden) and as visiting lecturer at SKEMA Business School (Paris). He has authored publications on leadership and co-developed key IPMA standards, including the Project Excellence Baseline (2015).

Holding an MBA, MSc, and Master of Applied Coaching, Erik is also a Professional Certified Coach (ICF), visual coach, and NLP practitioner. He received the Otto Zieglmeier Award (2009) for promoting project excellence globally.



Workshop 2 / November 20, 2025

Collaborative Hybrid Workplaces (CHWs) in Manufacturing and Service Industries

Siddhartha Paul Twari, Ph.D., FRAS, FRAI

*Head, Policy and Planning, Google
Singapore*

GOOGLE Asia's Views and Experiences

Introduction of Keynote Presenter

Siddhartha Paul Tiwari, Ph.D., FRAS, FRAI, is an academic and researcher specialising in educational innovation, mobile technologies, and digital policy. He leads Mobile Policy and Planning at Google Asia Pacific in Singapore and previously spearheaded the company's global learning and development initiatives from Tokyo.

An Elected Fellow of both The Royal Anthropological Institute (London) and The Royal Asiatic Society (Great Britain and Ireland), he has developed postgraduate curricula, mentored leaders, and serves as Distinguished Professor and mentor at SAIDI Philippines. He has authored more than six books on technology and society, and co-authored a volume with the former Prime Minister of Ukraine, advising the Office of the President of Ukraine on technology and national development.

Dr. Tiwari has served on the ASEAN intergovernmental panel on countering violent extremism, contributing to regional policy and digital governance. He has delivered invited speeches at TEDx, G20, and UNCTAD, and is the ongoing co-organiser of the U.S. Embassy Singapore Alumni Mentoring Program, a bilateral educational initiative launched in partnership with the Institute of Technical Education (ITE), Singapore.

Presentation Abstract

Hybrid collaborative workplaces are emerging as catalysts for research, innovation, and development in both manufacturing and service industries. Using Google's own experience as a case study, this keynote aims to highlight how human-centered hybrid work models can combine remote flexibility with in-person creative energy. A robust digital infrastructure and reimagined physical spaces that enables seamless collaboration across geographies and roles will be discussed by the speaker. Details regarding how hybrid teams can sustain creativity and accelerate innovation cycles, thereby preventing the stagnation of innovation cycles will be touched upon.



The keynote will share hard won lessons what worked (flexible, inclusive practices and investments in technology for seamless work) and what failed (one-size-fits-all policies and underestimation of the need for new tools and technologies). By incorporating these insights into actionable strategies, any organization wishing to create an inclusive, resilient hybrid work environment that facilitates innovation in the current constantly evolving business environment can develop a forward-looking blueprint.

Dr. Martin Tjipita

*General Manager - Operations Rossing Uranium Limited
 Namibia*

Addressing Inefficient Asset Economic Lifecycle Performance of Namibian Uranium Mines in Industry 4.0

Introduction of Presenter

Savvy Operations Leader with 34 years in mining and utilities (18 years in executive management). Proven ability to build and implement strategic plans, lead transformational change, and create high-performing teams. Passionate about safety, talent, technology, and continuous improvement.

Executive Leadership Competencies

- *HSE Leadership & Compliance*
- *Strategic Leadership & Corporate Governance*
- *Operational Excellence*
- *Company & Business Turnarounds*
- *Capital & Asset Management*
- *Organizational Design & Talent Management*
- *Risk Management*
- *Integrated Supply Chain Management*
- *Industry 4.0*

Board Appointments

- *Deputy Chairperson, Erongo Red (Electricity Distribution)*
- *Chairperson, Audit & Risk Committee*
- *Director & Support Consultant, Namib Lead and Zinc Mine*



Track Record of Success

- *Zero LTI at Namib Lead and Zinc Mine*
- *Achieved nameplate operations at NLZM*
- *Improved Safety at Rössing*
- *Process Safety Implementation*

Career Background

- *Rössing Uranium Limited, General Manager - Operations (2022-Present): Lead safe and sustainable operations, drive continuous improvement.*
- *Namib Lead and Zinc Mining, Managing Director (2019-2022): Led the development of an underground lead and zinc mining company.*
- *Imerys Gecko Graphite, Mine Manager & CEO (2018-2019): Responsible for mining and processing performance.*
- *Rössing Uranium Mine, General Manager Operations (2014-2018): Transformed the performance of mining operations and processing plant.*
- *Langer Heinrich Uranium Mine, Deputy General Manager (2013-2014): Second in command, managing mining and processing operations and SHER.*

Education

- *PhD: Cranefield College of Project and Programme Management (2021-2024)*
- *MBA: Regent Business School (2021)*
- *MCom: Cranefield College of Project and Programme Management (2020)*
- *Various Diplomas and Programs*

Presentation Abstract

Uranium mining is a vital economic sector in Namibia, providing significant employment and supporting secondary industries. However, fluctuating and cyclical uranium prices have driven the sector to a crisis point, as low prices hinder economic viability, forcing mines to reduce operations or cease activities, resulting in layoffs and increased unemployment. Ensuring

continuous operation during downturns is critical to maintaining employment and industry sustainability.

This research offers hope by identifying inefficiencies in asset lifecycle management within the sector and proposing solutions rooted in Industry 4.0 principles. It emphasizes the importance



of advanced technologies, leadership, organizational culture, and structural adaptation to enhance operational efficiency and reduce costs amid volatile global markets. Using a mixed-method approach combining quantitative surveys and qualitative interviews the study explored managerial misconceptions about Industry 4.0's potential, revealing that outdated technology reliance and leadership gaps hinder effective adoption of automation, data analytics, and predictive maintenance.

The findings advocate for workforce development and strategic asset management frameworks aligned with Industry 4.0 innovations to elevate operational performance and economic viability. Overall, the study contributes to sustainable mining practices and underscores digital transformation's transformative role in resource extraction industries, positioning Namibia's uranium sector for resilience and growth.

Dr. Merete Norby

*Senior Consultant at MADE
Denmark*

Smart Manufacturing in Denmark 2025 – and case examples supported by the MADE cluster

Introduction of Presenter

Merete Nørby, International Senior Consultant, Ph.D. at MADE. Merete is responsible for the international activities at MADE – Manufacturing Academy of Denmark, presently involved in EU projects: AIREDGIO 5.0, VLF4EU, AddSmart EDIH and TechCircle EDIH. She is a board member of EIT Manufacturing North, the link to EFFRA. She also welcomes international visitors promoting the outreach of MADE learnings and services related to manufacturing and the Danish innovation environment and culture. Prior experience from Technical University of Denmark (innovation activities & setting up projects between researchers and SMEs) and from Centre Manager for Production at the RTO DTI initiating/coordinating manufacturing optimization projects, incl. Lean, SCM, risk management. Merete holds a PhD in Organization from Tsukuba University Japan and Copenhagen Business School.



Lars Globisch

Vice President Global IT, Canyon Bicycles GmbH

Lionel Guicherd-Callin

Director of Digital Products at Canyon

Dr. Thomas Baumann

Chief Group Development Officer of Canyon Bicycles GmbH

Is AI a real driver in the creation of a collaborative hybrid working place - the approach of an global acting international bicycle OEM (Original Equipment Manufacturer)

Introduction of Presenters

Lars Globisch is Vice President Global IT at Canyon Bicycles GmbH, where he leads the company's digital transformation and IT strategy. With more than 15 years of international leadership experience, he focuses on building secure, scalable, and innovative technology platforms that enable business growth.

At Canyon, Lars drives enterprise-wide SAP S/4HANA programs, advances the company's AI roadmap, and shapes a future-ready IT landscape. Prior to joining Canyon, he was Director of IT & Process Management at The KaDeWe Group / Central Group Europe, where he oversaw IT integration after a major merger, established a shared service center, and managed the response to a large-scale cyberattack.

Earlier, at bonprix (Otto Group), Lars spearheaded process digitalization, AI-driven business solutions, and agile operating models across international markets. He is recognized for aligning technology with business strategy and delivering sustainable innovation.

Lionel Guicherd-Callin serves as the Director of Digital Products at Canyon, where he is responsible for the strategic development and management of the company's digital ecosystem, including smart bikes, e-commerce platforms, and mobile applications. With over two decades of experience in the digital and software sectors, he has held significant leadership roles at globally recognized organizations such as Google, Nest, and Apple.

Throughout his career, Lionel has consistently focused on creating consumer-centric products that drive innovation and business growth. Under his guidance, Canyon has achieved notable successes, including the development of the highest-rated mobile application by a bicycle manufacturer and substantial market share expansion across key product categories. This work underscores Canyon's commitment to integrating advanced digital, software, and electronic capabilities to enhance the rider experience.



He is passionate about the intersection of technology and consumer needs and looks forward to sharing insights on how a focus on digital product talent and a deep understanding of user behavior has contributed to Canyon's market leadership.

Dr. Thomas Baumann is a senior executive with over 20 years of international leadership and consulting experience in the automotive, energy, bicycle, education, and e-commerce industries. He studied physics and began his career in the power plant sector before joining Volkswagen AG, where he played a key role in establishing Centers of Competence for Project Management in Germany and the United States.

From 2005 to 2016, he served as CEO of Orbitak International LLC in Detroit, focusing on global program and project leadership. Since 2017, Dr. Baumann has been General Manager of Canyon Bicycles USA, and in 2018 he was appointed Chief Group Development Officer of Canyon Bicycles GmbH. In the bicycle industry, he has been instrumental in building Canyon's global PMO, standardizing product development, relaunching the global e-commerce platform, and laying the foundation for connected bikes. He also leads ESG implementation and supports the company's AI roadmap.

Renowned for applying neuroscience insights to business transformation, he has guided international companies through strategy execution, change management, and mergers. He has lectured in MBA and Master programs, mentored through the VDI Wissensforum, co-won the 2010 ICCPM Research Prize, and regularly contributes to global conferences and publications.

Presentation Abstract

The shift to hybrid work is no longer a temporary response but a permanent evolution that challenges how organizations sustain culture, equity, and innovation. At CANYON Bicycles, we ask: Is AI a real driver in building a collaborative hybrid workplace—or simply an accelerator of existing trends?

This talk explores how AI is reshaping collaboration: automating routine tasks, improving communication, and personalizing employee experiences. Immersive technologies such as Apple Vision Pro and Google Beam further blur the boundaries between physical and digital, enabling lifelike co-presence and global collaboration.

Yet technology alone is not enough. The human dimension—behavior, connection, trust, and emotion—remains decisive. With AI adoption come both opportunities (productivity, inclusivity, creativity) and fears (loss of skills, job displacement, algorithmic bias). Understanding how people decide—and what they value in their work relationship is crucial to realizing AI's potential responsibly.



From CANYON's perspective, the future is not a choice between humans and machines but a partnership. By leveraging AI to augment rather than replace, and by redesigning career paths to cultivate creativity, critical thinking, and leadership, we aim to build a workplace where technology empowers people while respecting human needs, fears, and aspirations

Luka Semolič, MSc. Eng.

Director of INTESO Ltd.

Coordinator of INTESO Group

Slovenia

Prof.Dr.Brane Semolič

Head of LENS Living Lab®

Slovenia

Virtual Management Systems (VMS) and the INTESO Group Business Case

Introduction of Presenters

Luka Semolič (BSc, MSc Computer Science) is an entrepreneur, technology leader, and innovation enabler specializing in cloud computing and hybrid communication technologies. With nearly 20 years of experience, he has delivered advanced ICT solutions across automotive, logistics, manufacturing, trade, education, and R&D sectors.

Luka Semolič began his career in 2007 as a software developer and techno-entrepreneur, founding his first company in 2012. He contributed to INOVA Consulting during his studies, supporting virtual project schools and driving innovative ICT services within the LENS Living Lab. His early work on a virtual collaboration environment received the *R&D Project of the Year Award* from the Slovenian Logistics Association (2013).

In 2014, Luka co-founded a joint venture providing mission-critical hybrid technology solutions for public safety and infrastructure organizations, including firefighters, police, and highway operators. Currently, he serves as Director of INOVA Consulting, co-founder of the INTESO Group, and coordinator of the LENS Living Lab digital ecosystem, as well as contributor to the ROBOFLEX Competence Center and Digital Innovation Hub.

As a project coordinator and expert advisor, Luka has led regional and international R&D partnerships, uniting industry and academia. He continues to expand his expertise in project, program, and technology management, combining executive leadership with deep technical knowledge to drive digital transformation.

Dr. Brane Semolič is the founder and head of the international living laboratory LENS Living Lab® (2006), a retired entrepreneur, and a former professor at the University of Maribor. He currently lectures at Cranefield College in South Africa. Holding degrees in Mechanical Engineering and Technical



Economics, as well as an MSc and PhD in Business Informatics, he combines academic excellence with nearly five decades of industrial experience. His expertise lies in managing technology innovations, designing information systems, and leading collaborative research, innovation projects, programs, and ecosystems.

Since 1997, Prof. Semolič has served as a lead assessor for the IPMA four-level project management certification and as an evaluator for Slovenia's NAKVIS accreditation body. He has co-initiated several industrial technology platforms and clusters, while also coordinating numerous national and international research and development projects. His professional work spans technology and innovation management, informatics, and project management across diverse industries, including machine-tooling, ICT, chemicals, metallurgy, public administration, and education.

He is a co-founder and past president of the ZPM⁴. He has also served as Vice President of IPMA⁵, Chair of its Research Management Board, and Technical Vice President of ICEC⁶. Additionally, he has served as an assessor for the IPMA Project Excellence Award and as an advisor to the European Union on competitiveness.

Prof. Semolič's international impact is reflected in his publications, editorial board memberships, and professional recognition, including the University of Maribor's Silver Sign Award (2015).

Presentation Abstract

Modern high-tech systems and services are complex, high-demand technological and organizational solutions that require a wide range of technologies and expertise. At the same time, today's business environment is unstable, globalized, volatile, and subject to constant change and rapid technological advancement. Coping with these conditions is a major challenge—especially for small companies that must compete not only with other small firms but also with large corporations in global markets.

How can these challenges be addressed?

The solution is to adopt new business models built on long-term partnerships and synergy-driven collaboration among specialized, complementary value chain partners. United by a shared vision, aligned development strategies, joint innovation programs, and co-created products, these partners can operate and deliver services to the market far more effectively than any could alone.

We are presenting the partnering and collaboration business case of ICT companies within the INTESO Group, a specialist in critical communication technologies and in solutions for monitoring and managing virtual collaborative systems and spatially distributed, dynamic mobile units.

The presentation will provide a concise overview of:

- Service industry changes and value migration that have driven the need to adapt and transform traditional business models.

⁴ ZPM - Slovenian Project Management Association

⁵ IPMA - International Project Management Association

⁶ ICEC – International Cost Engineering Council



- The Virtual Management System (VMS) partnering technology scenario for research, innovation, and development – with practical examples,
- INTESO Group's R&D hub—the partnering virtual living laboratory, LENS Living Lab.

In addition, we will present and discuss INTESO Group's Collaborative Hybrid Workplaces (CHWs), showcasing how these environments support innovation, agility, and effective global collaboration.

Erik Månsson, MBA, M.Sc.

*Consultant, Coach and Lecturer at Karlstad University
Sweden*

Organizer and Moderator of the WS2 Group Discussions

Introduction of Facilitator

Erik Månsson is a Business & Project Excellence Coach with over 30 years of international experience across private industry, central banking, and European institutions. His career began in the mid-90s as Corporate Treasurer on a major Saudi infrastructure project and later included serving as Programme Manager for the Single Euro Payments Area (2007–2009), integrating 7,000+ European banks.

Since 2009, Erik has worked as an independent consultant, coach, and facilitator, focusing on project excellence and leadership. He is the most experienced IPMA Project Excellence assessor worldwide, with projects across all industries and continents since 2002, and served as Chairman of the IPMA Award Management Board (2015), introducing project excellence into UN humanitarian and social development initiatives.

A passionate educator, Erik lectures on leadership, project management, digital transformation, and sustainability at Karlstad University (Sweden) and as visiting lecturer at SKEMA Business School (Paris). He has authored publications on leadership and co-developed key IPMA standards, including the Project Excellence Baseline (2015).

Holding an MBA, MSc, and Master of Applied Coaching, Erik is also a Professional Certified Coach (ICF), visual coach, and NLP practitioner. He received the Otto Zieglmeier Award (2009) for promoting project excellence globally.



22nd KM FEST'25 Program Committee (In alphabetical order)

Rajat Baisya (PTMF India), Thomas Baumann (Canyon Ltd., D), Darren Dalcher (NCPM, Lancaster University, UK), Erik Mansson (Karlstad University, S & Mindshift Consult, D), Leif Henriksen (LH Consult, DK), Miles Shepherd (PM World Journal, UK), Luka Semolic (INTESO Group - LENS Living Lab, SI), Pieter Steyn (Cranefield College, SA)

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